

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2015/2016

BBB1014 – UNDERSTANDING MANAGEMENT

(All sections / Groups)

29 FEBRUARY 2016

2.30 p.m. – 4.30 p.m.

(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of 10 pages with 2 Sections only.
2. **Section A:** 40 Multiple Choice Questions. Answer **ALL** questions.
Section B: FIVE (5) Structural Questions. Attempt **FOUR (4)** questions only.
3. Please write all your answers for **Section A** in the OMR sheet and **Section B** in the Answer Booklet provided.

SECTION A: 40 MULTIPLE CHOICE QUESTIONS. ANSWER ALL QUESTIONS.

1. In the face of uncertainties in the environment, organizations need to develop multiple future alternatives to help organization to form more adaptive plans. What are these plans called?
 - A. Strategic Plan
 - B. Single Use Plans
 - C. Standing Plans
 - D. Contingency Plans
 - E. Tactical plans

2. The overall planning process begins with a mission statement and goals for the organization as a whole. Identify the steps in organizational planning process:
 - I. Monitor and Learn
 - II. Translate The Plan
 - III. Develop The Plan
 - IV. Plan Operations
 - V. Execute The Plan
 - A. III, II, IV, V and I
 - B. II, III, I, V and IV
 - C. III, II, I, IV and V
 - D. III, I, II, V and IV
 - E. III, II, IV, I and V

3. Crisis preparation stage includes all the detailed planning to handle a crisis when it occurs. Identify the steps in the preparation stage:
 - I. Designating a crisis management team and spokesperson
 - II. Creating a contingency business
 - III. Creating detailed crisis management plan
 - IV. Setting up an effective communication systems
 - V. Outsourcing crisis management team
 - A. III, IV, and V
 - B. I, II, and III
 - C. I, III, and V
 - D. II, III, and IV
 - E. I, III and IV

Continued...

4. Broadly stated definition of the organization's basic business scope and operations that distinguishes it from similar types of organizations are called:
 - A. Strategic Goals
 - B. Mission Statements
 - C. Tactical Goals
 - D. Operational Statements
 - E. Goals

5. Zamil prefers to give simple and clear-cut instructions to his subordinates. He often makes quick decisions because he doesn't like to deal with a lot of information and only considers one or two alternatives. What kind of decision style is Zamil using?
 - A. Analytical style
 - B. Conceptual style
 - C. Directive style
 - D. Behavioral style
 - E. Intuitions style

6. Heng is facing a problem with his organization; he is unclear with his goals and problems that need to be solved. Identify this problem.
 - A. Conflict
 - B. Ambiguity
 - C. Uncertainty
 - D. Risk
 - E. Certainty

7. There are 3 types of decision making models. They are:
 - I. Classical Model
 - II. Administrative Model
 - III. Political Model
 - IV. Private Model
 - V. GLC Model
 - A. I,II, and III
 - B. II,III, and IV
 - C. III,IV and V
 - D. II, IV and V
 - E. I, II and IV

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8. In a meeting, Rosmah is assigned to a role of challenging the assumptions and assertions made by her group members so that the organizations can prevent premature consensus. What role is Rosmah playing?
- A. Role of Bias
 - B. Advocates
 - C. Brain writing
 - D. Committee
 - E. Devil's Advocate
9. The design and application of systems to make effective use of people within an organization is called:
- A. PERT
 - B. HRM
 - C. downsizing
 - D. network
 - E. outreach program
10. Recruiting managers within the organization for promotions to a higher management level is called:
- A. rightsizing
 - B. realistic job preview
 - C. peripheral recruitment
 - D. promote-from-within
 - E. talent recruiting
11. When a HRM department manager checks to see what a job applicant says about himself on his Facebook site, this is an example of a(n):
- A. online check
 - B. employment test
 - C. real-time assessment
 - D. in-basket assessment
 - E. assessment centre
12. The process of determining the value of a job to the organization by analyzing the content activities of the job is known as:
- A. job evaluation
 - B. skill-based mentoring
 - C. compensation
 - D. competency-based benefit
 - E. job description

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13. A culture that accepts only one set of values and beliefs, and only one way of doing things, is called a(n):
- A. pluralistic-culture
 - B. ethno-relative culture
 - C. opt-out culture
 - D. monoculture
 - E. concentrated culture
14. _____ is the idea that highly-qualified female managers voluntarily leave the workforce some time in their career.
- A. Opt-out trend
 - B. Ethno-centric trend
 - C. Monoculture trend
 - D. Cultural audit trend
 - E. Temporary employment trend
15. _____ is the type of HR training that attempts to help workers recognize their biases toward different cultural groups.
- A. A glass-ceiling training
 - B. Ethnocentric training
 - C. Diversity awareness training
 - D. Multi-dimensional training
 - E. External environment training
16. What type of group where a voluntary group of women managers in an organization meet regularly to discuss concerns that they have as managers?
- A. exchange group
 - B. monoculture group
 - C. task-based group
 - D. ethnocentric group
 - E. employee network group
17. The _____ leader is distinguished by his/her ability to bring about organizational change.
- A. transformational
 - B. participative
 - C. charismatic
 - D. achievement-oriented
 - E. people-oriented leader

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18. Beth, a middle manager at Heather's Handbags, uses threats and punishments as ways of influencing the behavior of her subordinates. Which of the following sources of power is Beth relying on?
- A. Reward power
 - B. Coercive power
 - C. Expert power
 - D. Referent power
 - E. Personal power
19. The distinguishing personal characteristics of a leader are known as:
- A. traits.
 - B. sources of power.
 - C. leadership styles.
 - D. leadership behaviors.
 - E. personal preferences.
20. At work, Sue Ellen favours a consensual and collaborative process, where influence derives from relationships rather than positions of power and formal authority. As such, she can best be viewed as what type of leader?
- A. Level 5
 - B. Servant
 - C. Authentic
 - D. Transformational
 - E. Interactive
21. ____ is necessary for communication to be considered two-way.
- A. Message
 - B. Channel
 - C. Feedback
 - D. Noise
 - E. Circuit
22. Which of the following comprises the lowest channel richness?
- A. Electronic mail
 - B. Bulletins
 - C. Face-to-face talk
 - D. Telephone
 - E. Memos

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23. Characteristics of a good listener are someone who:
- A. asks questions, listens for facts, and avoids distractions.
 - B. asks questions, summarizes, and listens to central themes.
 - C. shows interest, judges content, and has preconceptions.
 - D. listens between lines, starts to argue, and works hard.
 - E. shows interest, works hard, and starts to argue.
24. Messages that convey data or statistics or simply put into words what managers already agree on and understand are referred to as:
- A. Non-routine messages
 - B. Routine messages
 - C. Instant messages
 - D. Grapevine messages
 - E. Qualitative messages
25. ____ indicators focus on production and operating statistics.
- A. Financial performance
 - B. Business process
 - C. Critical success
 - D. Potential for learning and growth
 - E. Performance measurement
26. All well-designed control systems involve the use of ____ to determine whether performance meets established standards.
- A. opinions
 - B. advice
 - C. consultants
 - D. benchmarks
 - E. feedback
27. All of the following are key steps of setting up feedback control systems EXCEPT
- A. comparing performance to standards.
 - B. establishing standards.
 - C. getting employee opinions.
 - D. measuring performance.
 - E. making necessary corrections.

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28. Madison has been assigned to work on the development of a budget that plans future investments in major assets such as buildings and heavy machinery. Madison is working on a(n)
- A. cash budget.
 - B. capital budget.
 - C. revenue budget.
 - D. operating budget.
 - E. expense budget.
29. Relative to a flat organisational structure, a tall structure has a ____ span of management and ____ hierarchical levels.
- A. wide, fewer
 - B. narrow, fewer
 - C. narrow, wider
 - D. narrow, more
 - E. wide, more
30. Global companies often use a ____ structure to achieve simultaneous coordination of products across countries.
- A. functional
 - B. divisional
 - C. matrix
 - D. product-based
 - E. process-based
31. The newly established Faculty of Cinematic Arts (FCM) of Multimedia University recently invited members of its social network group to enter a contest on U-Tube to design the best video promoting the faculty in Iskandariah Malaysia, Johor. This is an example of what innovative approach?
- A. Social group innovation
 - B. Network innovation
 - C. Techsourcing
 - D. Crowdsourcing
 - E. Insourcing
32. _____ is the lack of information about future events.
- A. Uncertainty
 - B. Risk
 - C. Worry
 - D. Stress
 - E. Change resistance

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33. The extent of which the organization had achieved a stated goal refers to:
- A. effectiveness
 - B. synergy
 - C. conceptual skill
 - D. efficiency
 - E. human skill
34. _____ are responsible for several departments that perform different functions.
- A. Top managers
 - B. Middle managers
 - C. General managers
 - D. Functional managers
 - E. First-Line managers
35. A _____ is responsible for a temporary work assignment that involves the participation of other people from various functions and levels of the organization.
- A. project manager
 - B. middle manager
 - C. general manager
 - D. functional manager
 - E. first-line manager
36. By monitoring employees' activities, the organization is able to achieve the goals. Which of the following best describes the function?
- A. Performing
 - B. Controlling
 - C. Planning
 - D. Organizing
 - E. Leading
37. Which dimension of the general environment represents the demographic characteristics, norms, customers, and values of the population within which the organization operates?
- A. Legal-political dimension
 - B. Economic dimension
 - C. Technological dimension
 - D. Corporate culture dimension
 - E. Sociocultural dimension

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38. Telly is in the process of hiring sixty new workers. The personnel department has a large pool of unskilled labor to draw from due to the high unemployment rate in the local area. Which dimension of the external environment is involved here?
- A. Sociocultural
 - B. Competitors
 - C. Technological
 - D. Labor market
 - E. Legal-political
39. Which of the following cultures values and rewards a methodical, rational, orderly way of doing things?
- A. Achievement culture
 - B. Involvement culture
 - C. Accomplishment culture
 - D. Consistency culture
 - E. Adaptability culture
40. Malaccataste is a Malaysian-based company that manufactures and distributes candy bars and snack foods globally. The company sources most of its cocoa and sugar from South American companies. This business relationship highlights which dimension of the task environment?
- A. Customers
 - B. Competitors
 - C. Labor market
 - D. Culture
 - E. Suppliers

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SECTION B: ANSWER ANY FOUR (4) QUESTIONS ONLY.**QUESTION 1**

Getting others to understand the need for change is the first step of implementation. Yet most changes will encounter some degree of resistance. Briefly, describe **THREE (3)** reasons why employees resist a change.

(Total: 15 marks)

QUESTION 2

Explain any **THREE (3)** strategies how managers and HRM professionals maintain a workforce that has been recruited and developed.

(Total: 15 marks)

QUESTION 3

Define nonverbal communication and briefly discuss its importance to communicating in organizations.

(Total: 15 marks)

QUESTION 4

Managers believe that planning ahead is necessary to accomplish the company's mission and some do believe that planning will limit personal and organizational performance. Both of these opinions have their own pros and cons. Identify and explain **THREE (3)** benefits and **THREE (3)** limitations of planning.

(Total: 15 marks)

QUESTION 5

Cultural values are important for the managers to attain the organizational goals. Compare and contrast the Adaptability Culture and the Consistency Culture in terms of their strategic focus and their ability to respond to changes in the environment.

(Total: 15 marks)

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